



Leadership Management Styles: An Imperative for Employee Motivation Among GSM Service Providers in Port Harcourt

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Abstract: The aim of this research was to empirically unravel the strategic prowess of leadership management styles employee motivation issues, as it concerns GSM operators in Port Harcourt. The study used cross-sectional survey design in structured questionnaire to collect data from 400 employees of GSM firms. A total of 3 hypotheses were proposed and statistically tested with Spearman's Correlation Coefficient tool, aided by SPSS version 23.0. Results revealed that participatory leadership has a positive and significantly relationship with employee motivation. However, autocratic leadership had a positive but weak relationship with employee motivation. Based on these findings, this research concluded that participative leadership is a veritable management tool that can help in the motivation of employees of the organization. In this light, the research recommended that management and staffs of GSM operators, especially those in the position of leadership should embraced participatory leadership management style as strategy of employees' motivation. Also, strategists of telecommunication firms should be less or if possible, circumvent autocratic leadership management style in order to sustain employees' motivation.

Keywords: Leadership Management Style, Autocratic Leadership, Employee Motivation

Introduction

The Nigerian telecommunication industry has witnessed tremendous transformation within the last decade, and has become one of the viable industries that contributes immensely to the growth of the economy (Oyatoye, Aebiyi & Amole, 2015). According to Nigerian Communications Commission (NCC, 2019), by the end of 2018, telecoms contributed revenue of over 77.42% to the ICT sub-sector Gross Domestic Product (GDP) and 9.46% to national GDP. The growth of this sector is arguably due to advancement in Information & Communication Technology (ICT), globalization, and innovativeness; especially, the due to the emergence of privately owned telecommunication companies, otherwise known as Global System for Mobile Communication (GSM) such as MTN, Globacom, Airtel, 9Mobile, etc.

However, academic authorities have attributed this transformation to the innovativeness and adaptability of modern technologies of these private telecom firms occasioned by leadership prowess of top management in their bid to compete favourably. Sulaimon, Emmanuel & Bolanle (2016) argued that top management of telecom firms in recent years, have realized the strategic importance of

leadership management empowering and inspiring employees to have a sense of commitment and sportsmanship to the organization's quest to drive programmes that helps achieve the goals and objectives of the organization (Paul, 2016; Xu & Wang, 2008).

It is generally believed that leadership management style is targeted toward achievement of organization set goals. In order to achieve these targets, they make use of strategies to manage both human and material resources of the organization. These act of managing both human and material resources could be referred to as the leadership management styles (Okon & Isong), 2016). Leadership management styles are the diverse styles used by the manager to sway the employees so that they will strive willingly toward the achievement of organizational goals. According to Kanyabi and Devi (2011), the concept of leadership management style is multidimensional and an extremely vital criterion that determines organizational success or failure. One of the main purposes of leadership management style is to enhance employees' performance so that the objective of the organization can be achieved (Prasetya & Kato, 2011). However, enhancement of employees' performance has direct relationship with factors that motivate the employees, it is rational to believe that when an employee is motivated, it is expected that such an employee's performance will be improved. That is to say employee's motivation and performance are closely knit together in many cases.

Though, there are several leadership management styles in literature. Ebrahim (2018) expressed that leadership management style is a combination of different characteristics, traits, and behaviour that are applied by leaders to interact with subordinates for the purpose of achieving the organizations' objectives and goals. The author in comparison with related studies highlighted various leadership styles, which include; visionary, transformational, transactional, participatory, charismatic, autocratic or dictatorial, bureaucratic, etc (Ebrahim, 2018; Paul, 2016; Shahab, Ismail, Mohamad, Mohamed & Zhen, 2010). However, this study settled for participatory and autocratic leadership styles.

Conceptually, the participatory management style is a type of management style in which employees at all levels are encouraged to contribute to ideas towards identifying and setting organizational goals, problems-solving and other decisions that may affect them. Meanwhile, in autocratic management style, the manager makes decisions unilaterally, and without much regard for subordinates. Decisions reflect the opinions and personality of the manager only and not that of the employees (Paul, 2016). It is crucial to mention that these two leadership management styles have their unique characteristics both in theory and practice, and hence, their imperativeness to employee motivation and organizational survival varies.

Interestingly, despite several literatures on leadership management styles and its implication on employee's motivation, there is a lack of total agreement in the reviewed literature as to the best leadership style to adopt that will influence employees' motivation. Inappropriate leadership management styles in any well-established organization, not excluding the telecommunication industry in Nigeria, has resulted to high labor turnover, a situation where a company or industry often undergo recruitment exercises as a result of employee's unwillingness to stay on the job. Consequently, high labor turnover leads to low productivity, less performance, absenteeism, lateness, reluctance, loss of revenue due to incurring undesirable cost of training replacement employees. In view of the foregoing, several authors have extended their efforts by investigating various leadership management styles, as a way of proffering solutions to the identified issues (Paul, 2016; Shahab, et al., 2018; Kanyabi & Devi, 2011) However, this research was undertaken to investigate whether participatory and autocratic

leadership management style could lead to improved employee motivation as it relates to the telecommunication industry in Rivers State.

Aim and Objectives of the Study

Following the statement of the research problems, the broad aim of this study is to examine the relationship between leadership management styles and employee motivation of GSM service providers in Rivers State. The specific objectives of the study are to:

- Examine the relationship between participatory leadership management style and employee motivation of GSM service providers in Rivers State.
- Investigate the relationship between autocratic leadership management style and employee motivation of GSM service providers in Rivers State.

Conceptual Framework of the Study

The research is on leadership management styles and employees' motivation of GSM service providers in Rivers State. The independent variable which is leadership management styles, has participatory and autocratic leadership as dimensions. On the other hand, the dependent variable is employee motivation.

Below is the model specification:

$$\begin{array}{llll} \text{EM} & = & f(\text{LMS}) & \text{----- Model 1} \\ \text{LMS} & = & \text{PL, AL} & \text{----- Model 2} \\ \text{EM} & = & f(\text{PL, AL}) & \text{----- Model 3} \end{array}$$

Where:

EM = Employee Motivation
 LMS = Leadership Management Style
 PL = Participatory Leadership
 AL = Autocratic Leadership
 Below is the conceptual framework for this study

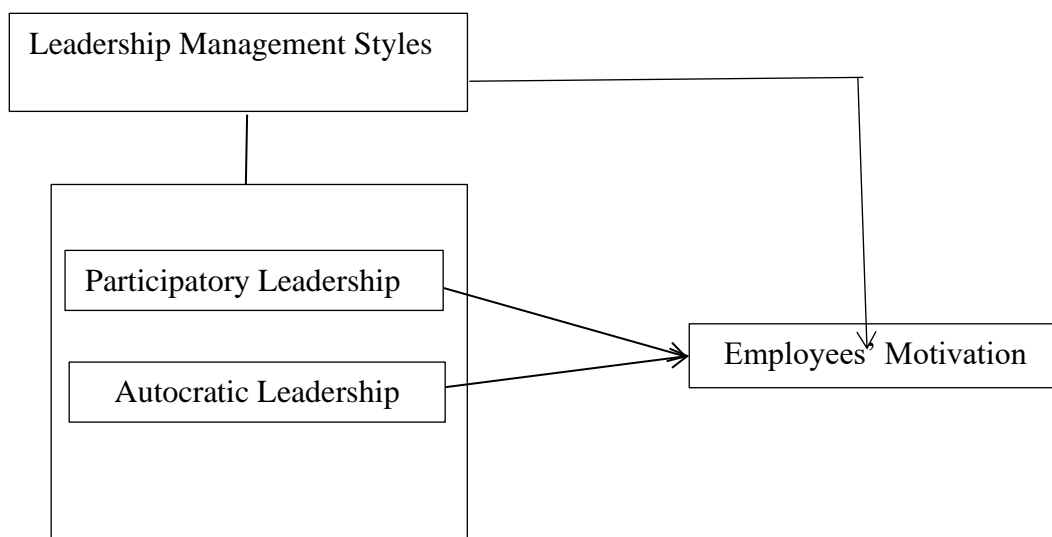


Figure 1: Operational Framework of the Relationship between Leadership Management Styles and Employee Motivation

Source: Research Desk; as Adopted from Paul, 2016; Shahab, Ismail, A., Mohamad, M., Mohamed, H., and Zhen, (2010).

Hypotheses of the Study

To achieve the specific objectives of the study the following null hypotheses were formulated and tested in the study:

Ho1: Participatory leadership has no significant relationship with employee motivation of GSM service providers in Rivers State.

Ho2: Autocratic leadership management style has no significant relationship with employee motivation of GSM service providers in Rivers State.

Literature Review

Theoretical Framework

The theories upon which this research is anchored are Maslow's hierarchy of needs and Herzberg's Two-Factor theory of motivation. First, Maslow hierarchy of need theory is based on a simple premise that human beings have needs that are hierarchically ranked (Maslow, 1943). Maslow came up with a five-stage theory that places the needs of the individual in different categories and prioritizes their attainment. These categories, in order of decreasing priority are: physiological needs (food, shelter, clothing); safety and security needs (physical protection); social needs (association with others); esteem needs (receiving acknowledgement from others); and self-actualization needs (the desire for accomplishment or to leave behind a legacy).

The relevance of Maslow theory to this study is that it is important for the telecommunication industry in Nigeria to identify a particular leadership management style that meets employee's expectation at every stage in the work place in order to motivate employees at the right time and in the right place. Consequently, in doing so employee will be satisfied and equally improve productivity, which may result to organizational success.

Second, Frederick Herzberg's Two-factor theory, also known as Motivator-Hygiene, approached the question of motivation in a different way, by asking individuals what satisfies or dissatisfied them on the job. He came to the conclusion that aspects of the work environment that satisfy employees are very different from aspects that dissatisfy them. The two-factor theory of motivation includes hygiene factors and motivators. He labeled factors causing dissatisfaction of workers as "hygiene" factors because these factors were part of the context in which the job was performed, as opposed to the job itself. Hygiene factors include Company policies, supervision, working conditions, salary, safety, and security on the job (Herzberg, 1966).

In contrast, motivators' factors are intrinsic to the job, such as achievement, recognition, interesting work, increased responsibilities, advancement, and growth opportunities. According to Herzberg's research, motivators are the conditions that truly encourage employees to try harder. He further emphasized that these five features of work bring intrinsic satisfaction.

This theory is considered relevant to this study because every organization, including telecommunication industry in Nigeria operate within the job environment, thus, identifying what motivates an employee in a given business environment is crucial to the success of the organization. A leadership management styles in terms of Hygiene factors that is company policies, supervision,

working conditions, salary, safety, and security on the job should be designed in such a way that they match the motivators' factor which is intrinsic to the job, such as achievement, recognition, interesting work, increased responsibilities, advancement, and growth opportunities.

The figure below present theoretical framework for this study.

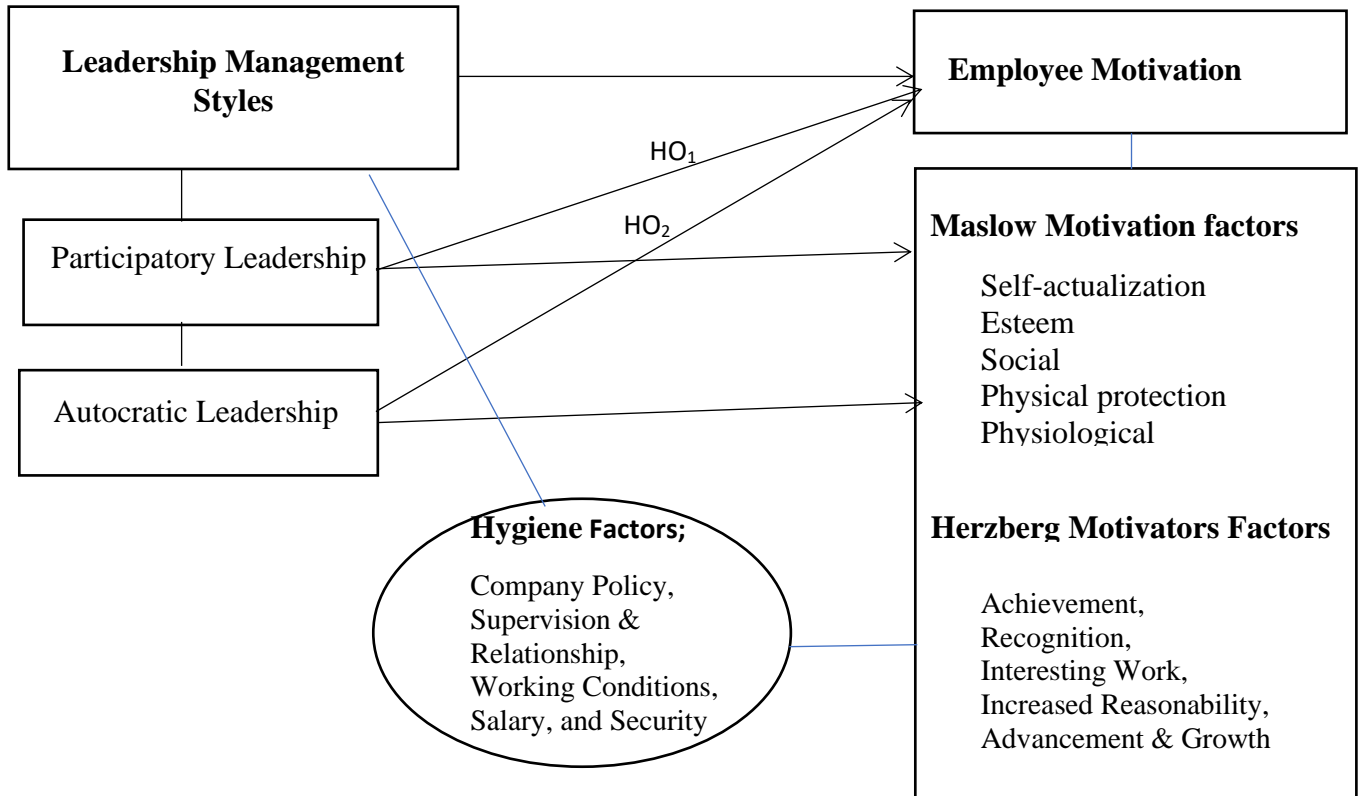


Figure 2 The link between Leadership Management Styles and Employee's Motivation

Source: Researcher's Proposed Theoretical Framework, (2021).

Leadership Management Style

The concept of leadership is originally developed in folk psychology to explain the factor of leadership style impact on employee (Jaskaran & Sri-Guru, 2014). The other popular definitions of leadership stated that it is more about an individual who influences a group of people to achieve a common goal. According to Northouse (2017), leadership is about inspiring others to trail the vision until it becomes a shared effort to achieve the vision.

Management styles are the different styles used by the manager to influence the employees so that they will strive willingly toward the achievement of organizational goals. David & Anderzej (2010) view management style as a multidimensional construct and an extremely vital criterion that determines organizational success or failure. More so, leadership Management styles can also be described as the particular practice used by the manager to direct the affairs of an organization (Okon & Isong, 2016). A management style is a way of life operating throughout the enterprise and permits an executive to rely on the initiative of the personnel of an entity. Management style is not a procedure on how to do but it is the management framework for doing. It is crucial to state that this research used participative and autocratic leadership as dimensions of leadership management styles.

Participative Leadership

According to Locke and Schweiger (2002), participation is a process in which influence is shared among individuals who are otherwise hierarchically unequal. According to Okon and Isong, (2016), participatory management style balances the involvement of managers and their subordinates in information-processing, decision-making, or problem-solving endeavour. Participative management style has become very popular because it focuses on the interaction between management and employees. This style keeps employees informed about issues that affect their work, with management and employees sharing in decision making and problem-solving tasks. The management acts more like a coach who get their team of employees to work together to improve the overall performance of the organization.

Autocratic Leadership

Autocratic leadership is a management style wherein one person controls all the decisions and takes very little inputs from other group members. Autocratic leaders make choices or decisions based on their own beliefs and do not involve others for their suggestion or advice (Chua, Basit, & Hassan, 2018). It is a management style in which the manager retains as much power and decision-making as possible (Okon & Isong, 2016). It's a style of leadership where a manager is the most powerful entity and it is the primary decision maker (Gordon, 2013). This style of leadership is based on the traditional premise that leaders are good managers who direct and control their people.

Employee Motivation

Employee's Motivation is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job experiences (Badubi, 2017). The author further opined that motivation is a complex mental process that aroused and directed an individual's persistent action toward a goal. However, strategic leaders in successful companies and organizations used motivation to control and support employees' goal-directed behaviors. The requisite value of motivating employees includes the creation of an environment for achieving optimal performance and increased productivity (Mayfield & Mayfield, 2012).

In addition, according to David and Anderzej (2010), motivation can be understood as cognitive decision making in which the intension is to make the behavior that is aimed at achieving a certain goal through initiation and monitoring. Employee motivation is defined as a set of energy force that originates both within and outside an employee, initiates work-related effort, and determines its direction, intensity, and persistence (Avolio, Waldman, & Yammarino, 1991).

Empirical Review on Leadership Management Style and Employee Motivation

Iqbal, Anwar, and Haider (2015) investigated the effect of leadership styles on employee performance. The purpose of this study is to understand the effect of different leadership styles autocratic, democratic, and participative style- on employee performance. The study employed qualitative approaches. Findings concluded that the autocratic leadership is useful in the short term and democratic leadership style is useful in all time horizon. More so, participation leadership style is most useful in long term and effect on employees is positive.

Ushie, Agba, Agba, and Chime (2010) investigated the impact of leadership style on employee intrinsic job satisfaction in Cross-River State Newspaper Corporation, Calabar, Nigeria. The study examined the problem of dissatisfaction in the work place as far as intrinsic factors of job satisfaction are concerned. While the study adopted survey design, findings revealed that democratic leadership style

allows employees great amount of satisfaction. Furthermore, the study also revealed that workers are not satisfied with leadership style which is more concerned about the attainment of intrinsic job content. It further revealed that there is low level of workers participation in the decision making in the corporation.

Voon, Lo, Ngui and Ayob (2011) examined the influence of leadership styles on employee job satisfaction in public sector organizations in Malaysia. The study employed survey research design. 200 Malaysian executives working in public sectors voluntarily participated in the study. Two types of leadership styles, namely, transactional and transformational were found to have direct relationships with employees' job satisfaction. The results showed that transformational leadership style has a stronger relationship with job satisfaction.

Gopal and Chowdhury (2014) investigated how leadership styles influence employee motivation in a leading oil company in India. The study employed survey research design. The research found that the dominant leadership styles were transformational and transactional and employees were moderately motivated. The results show that different leadership style factors will have different impacts on employee motivation components.

Methodology

Cross-sectional survey type of quasi-experimental design was used due to the geographical concentration of the study's subjects and the inability of the researcher to have an absolute control over research elements as human behaviour can only be observed, not manipulated. This involved the use of questionnaire in eliciting information from respondents. The population of this research consists of employees of GSM service providers in Port Harcourt. According to the Human Resource Department of the Corporate Headquarters of the 4 major operators revealed that MTN has a total number of 600 employees, AIRTEL has 550, GLO has 700, and 9MOBILE has 300 respectively. Focusing only on the permanent staffs implies that in all, the total population of this study is 2,150.

However, mindful of the total population of this study, the target population comprises both the male and female employees' who have been in the industry for at least more than two year and can voluntarily provide useful information on the subject matter. However, due to the large numbers of these sets of the people and in order to do thorough and realistic study sample size is required. Hence, Taro Yamen formula was used to determine a sample size of 400.

In addition, both primary and secondary sources of data. While the former was sourced with the help of questionnaire, the latter was obtained from journal articles, credible internet publications, textbooks, etc. More so, the research instrument was evaluated through expert checking for content, therefore, a pilot study was conducted to pretest the questionnaire. To determine the reliability of the research instrument, Cronbach's Alpha tests were carried out. Lastly, the research adopted a combination of descriptive and inferential statistical tools in analyzing data. In terms of descriptive statistical, the research used charts, tables, averages (means and standard deviation), percentages, etc. On the other hand, inferential statistics such as Spearman's Rank Correlation Coefficient was used, with the help of SPSS application (version 21.0), in testing hypotheses

Data Analysis And Discussions

Table 1 Questionnaire Distribution and Retrieval

Questionnaire	Frequency	Percent (%)
Administered Copies	400	100
Returned Copies	375	93
Not returned Copies	25	6
Usable Copes	360	90

Source: field survey data, 2021

Table 1 revealed a total of 70 administered copies of questionnaire; however, 375 representing 93% were returned. In addition, 25 copies were not returned, but 360 copies representing 90% were both returned and usable.

Table 2: Reliability Results

Variables Entered	Cronbach Alpha Scores
Participative Leadership	0.852
Autocratic Leadership	0.879
Employee Commitment	0.880

Source: Researcher's Field Survey, 2021

From the output of reliability test statistics obtained, Cronbach's Alpha >0.70 shows that, the instrument (variables) has accepted reliability test scores. In addition, since Cronbach's Alpha >0.7 (base on the decision-making in the reliability test), we can say that the research instrument is acceptable.

Tests of Hypotheses

Hypothesis One

H₀₁: Participative leadership has no significant relationship with employee motivation of GSM service providers in Rivers State.

Table 3 Correlation Analysis showing the relationship between of Participative Leadership

Correlations

		Participative Leadership	Employee Motivation
Spearman's rho	Correlation Coefficient	1.000	.914
	Sig. (2-tailed)	.	.000
	N	360	360
	Correlation Coefficient	.914	1.000
	Sig. (2-tailed)	.000	.
	N	360	360

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey Data, 2021, SPSS 20 Output

Decision: Table 3 above revealed a Spearman's Rank Correlation Coefficient of 0.914 and probability value of 0.000. This result indicates that there is a strong and positive relationship between participative leadership and

employee motivation in Rivers State. Therefore, we reject the null hypothesis and accept the alternate hypothesis, because the PV (0.000) < 0.05 level of significance.

Hypothesis Two

H₀₂: Autocratic leadership management style has no significant relationship with employee motivation of GSM service providers in Rivers State.

Table 4 Correlation Analysis showing the relationship between Autocratic Leadership and Employee Motivation

Correlations			Autocratic Leadership	Employee Motivation
Spearman's rho	Autocratic Leadership	Correlation Coefficient	1.000	.435*
		Sig. (2-tailed)	.	.000
		N	360	360
	Employee Motivation	Correlation Coefficient	.435*	1.000
		Sig. (2-tailed)	.000	.
		N	360	360

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey Data, 2021, SPSS 20 Output

Decision: Table 4 above reveals a Spearman's Rank Correlation Coefficient of 0.435 and probability value of 0.000. This result indicates that there is a weak and positive relationship between autocratic leadership and employee motivation in Rivers State. Based on this result, we accept the null hypothesis, at PV (0.000) < 0.05 level of significance.

Discussion of Findings

This section focused on the highlighting various findings with a view to comparing them with previous related one.

Result from hypothesis one (**H₀₁**) revealed that there is a strong and positive relationship between participative leadership and employee motivation in Rivers State, with Rho=0.914. In hypothesis two (**H₀₂**), it was revealed that there is a weak and positive relationship between autocratic leadership and employee motivation, with a Rho=0.435. These findings however corroborated with the research of Çelik (2017), who found that there is a significant relationship between the leadership behavior of the managers and the motivating factors of employees. Mtimkulu, Naranjee and Karodia (2016) found that employee motivation and performance decreased while absenteeism increased as a result of the autocratic and laissez –faire leadership styles prevalent in the hospitals. Sougui, Bon, Mahamat and Hassan (2016) findings revealed that leadership style has a significant positive impact on the employee motivation. There is also compelling evidence that indicate a negative link between the two variables. Ali and Meshal (2016) found that there is a strong relationship between leadership style and employee motivation where the correlation was positive with transformational style and negative with transactional style. Iqbal, Anwar and Haider (2015) findings concluded that the autocratic leadership is useful in the short term and democratic leadership style is useful in all time horizon. And participation leadership style is most useful in long term and effect on employees is positive.

Conclusions And Managerial Implications

Based on the findings of this study, this study concludes that participatory leadership has positive and significant impact on employee motivation in the telecommunication industry. This implies that participative leadership is a veritable management tool that can help in the motivation of employees of the organization. Furthermore, this study settles that autocratic leadership has a weak impact relationship with employee. Based on the above, we therefore recommended that management and staffs of GSM operators, especially those in the position of leadership should embraced participatory leadership management style as strategy of employees' motivation. Also, strategists of telecommunication firms should be less or if possible, circumvent autocratic leadership management style in order to sustain employees' motivation.

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